

14 Vital Skills for Supervisors

Building Your Team



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Building Your Team



By choosing the right people and getting them to believe in a shared goal, you lay the groundwork for a winning team.

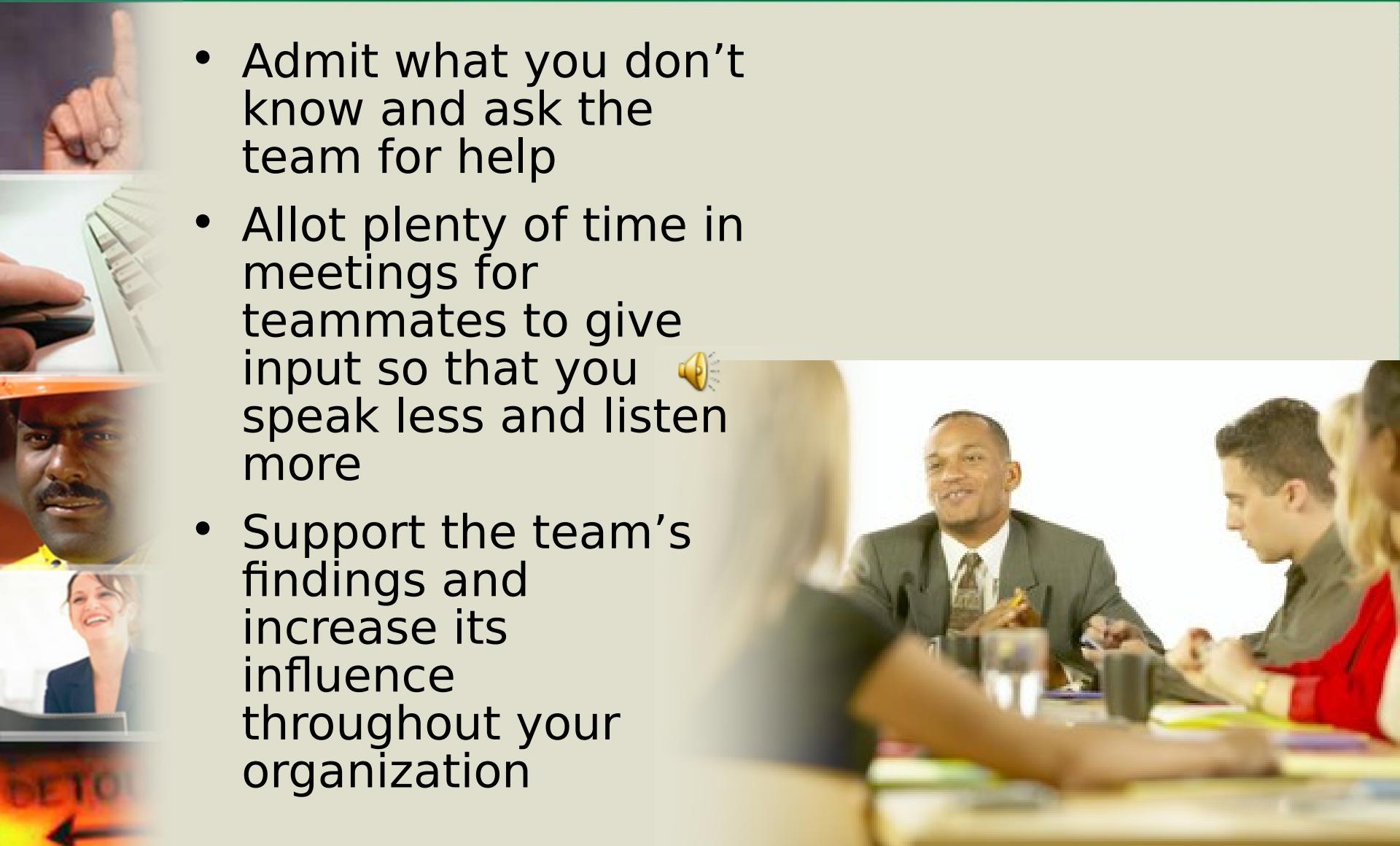
Importance of Trust

- People work together more effectively when they share a desire to achieve group goals



How to Earn Credibility

- Admit what you don't know and ask the team for help
- Allot plenty of time in meetings for teammates to give input so that you  speak less and listen more
- Support the team's findings and increase its influence throughout your organization



Accept Each Member's Strengths and Weaknesses

- If you play favorites and tend to only listen to certain people, you'll exclude others and drive a wedge into the team
- Pay special attention to quiet individuals
- Let them speak up, even if that means muzzling more vocal members of the group



Improving the Work Environment

- Create a work environment that fosters collaboration
- Provide an open, inviting space that encourages communication



Improving the Work Environment

- Seating arrangement
 - Arrange chairs in a circle or U-shape so participants look at each other
- Office location
 - Sit nearby so that  teammates view you as a part of the group
- Office furniture
 - Set up light, moveable tables in the lounges, cafeteria and hallways



Assembling a Team

- Choose participants who bring distinct expertise to the group
- Pick people who share a positive attitude and a desire to produce results



Steps to Help Team Members Improve

1. Review workload
 - Divvy up work so that no teammate faces an unfair burden
2. Cross-train
 - Rotate assignments so that people can demonstrate a range of skills
3. Pair up teammates
 - Ask an outstanding team member to mentor a poor performer for a few weeks



Motivating Teams

- Solicit everyone's opinion and let them bounce ideas off each other
- Withhold your views as long as possible so that you don't influence the group 
- If disagreements erupt, remind everyone of the group's goal and the timetable for action
- Strike a positive, forward-looking tone when teammates grow frustrated



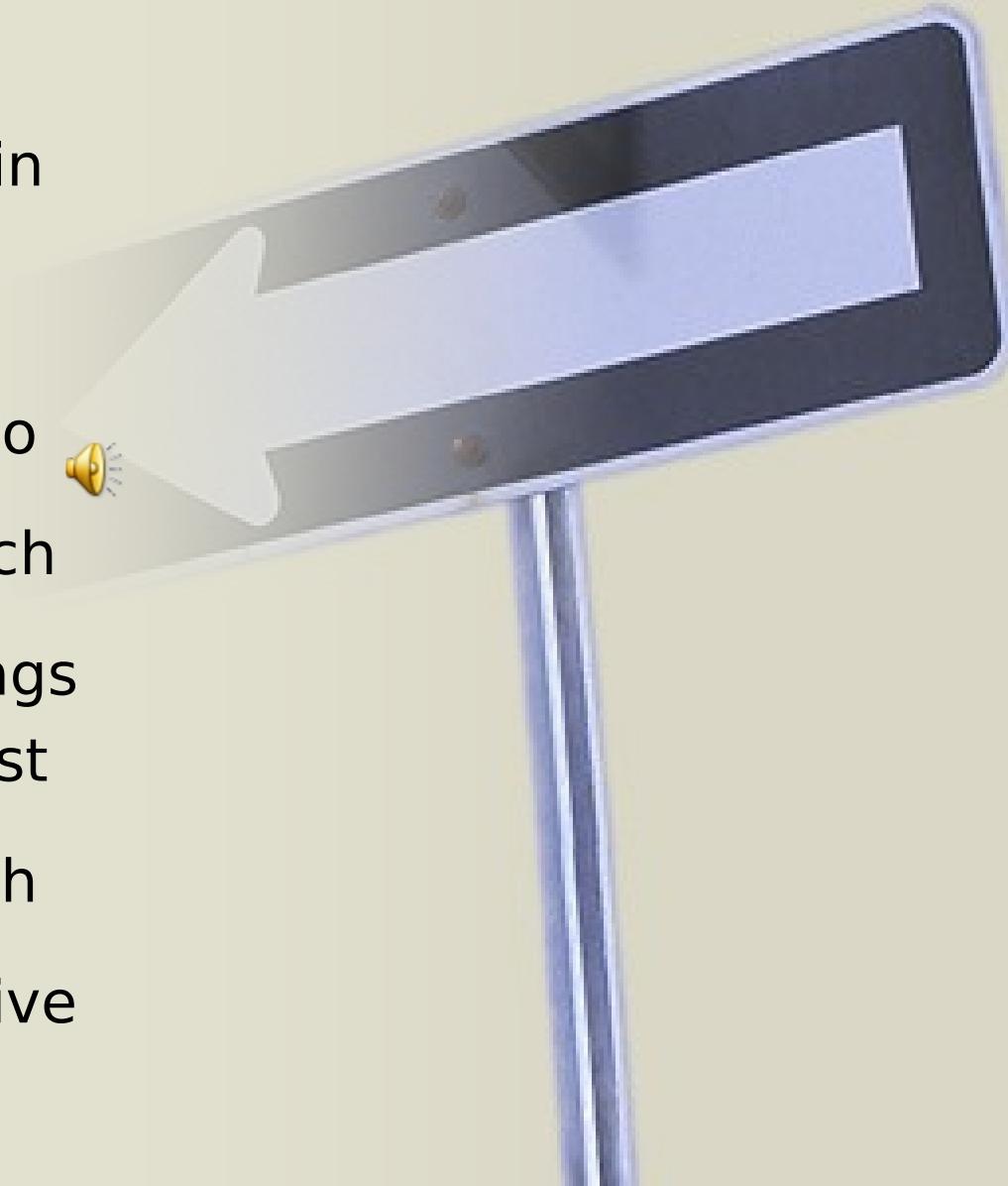
Warning

- Limit your team size to the fewest possible people who each bring critical expertise or experience to the group
- Don't overload a  team with hangers-on who lack a clear role
- Don't invite "extras" to join a team for fear of hurting their feelings



Tip

- Have everyone complete a confidential form in which they rate each of their teammates
- Ask a third party to collect the forms and meet with each team member to analyze their ratings
- Employees can test if their self-perception fits with how their teammates perceive them



It's True

- The highest performing teams share five common traits:
 - They are small
 - The participants possess complementary skills
 - They exist for a common purpose
 - They have clear performance goals
 - Everyone is mutually accountable for results